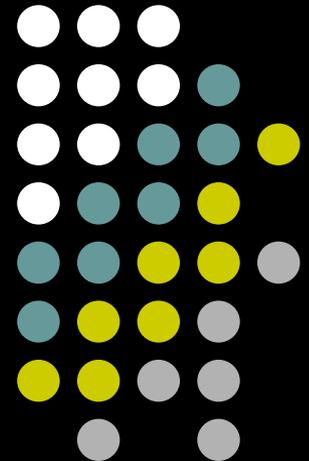


# CANOA RANCH MASTER PLAN



POSTER  
FROST  
ASSOCIATES, INC.

ARCHITECTURE  
PLANNING  
URBAN DESIGN

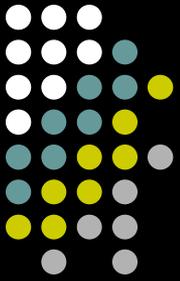


**Pima County Board of Supervisors**

**May 1, 2007**

# CANOA RANCH MASTER PLAN

## Introduction of the Team



**Poster Frost Associates**, Architects/Planners/Project Manager

**SAGE**, Landscape Architecture and Environmental

**Castro Engineering**, Civil and Hydrology

**ConsultEcon**, Economic/Marketing/Business

**Ralph Appelbaum Associates**, Interpretation

**Desert Archaeology**, Archaeology

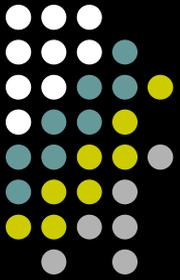
**SRI, Tom Peterson, Diana Hadley, Julia Benites Arriola**, Historians

**Bob Sharp**, Ranching Ecology



# CANOA RANCH MASTER PLAN

Canoa Ranch Community Trust/Oversight Committee



**Sandra Stone, Chair**

**Amanda Castillo**

**Bill Mortimer**

**Dan Brocious**

**Deezie Manning-Catron**

**Jerry Juliani**

**Lydia Grijalva**

**Nan Walden**

**Nancy Williams**

**Tom Sheridan**

**Patricia Preciado Martin**

**Ralph Ellinwood**

**Ellie Kurtz**

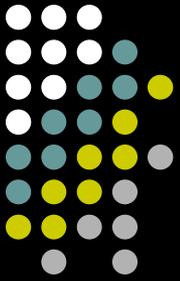
**Tony Burrell**

**Dino Alfaro**



# CANOA RANCH MASTER PLAN

What is Canoa Ranch and why is it important?



**To understand the story of the Canoa is to understand the story of Southern Arizona.**



# CANOA RANCH MASTER PLAN

What is Canoa Ranch and why is it important?

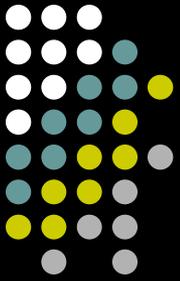


The story of the Canoa is a story of continuity and change:



# CANOA RANCH MASTER PLAN

What is Canoa Ranch and why is it important?

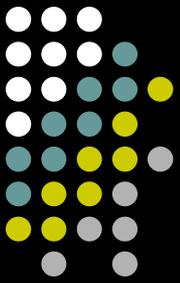


**These changes are chronicled  
by the stories of the people who  
have lived and worked here**



# CANOA RANCH MASTER PLAN

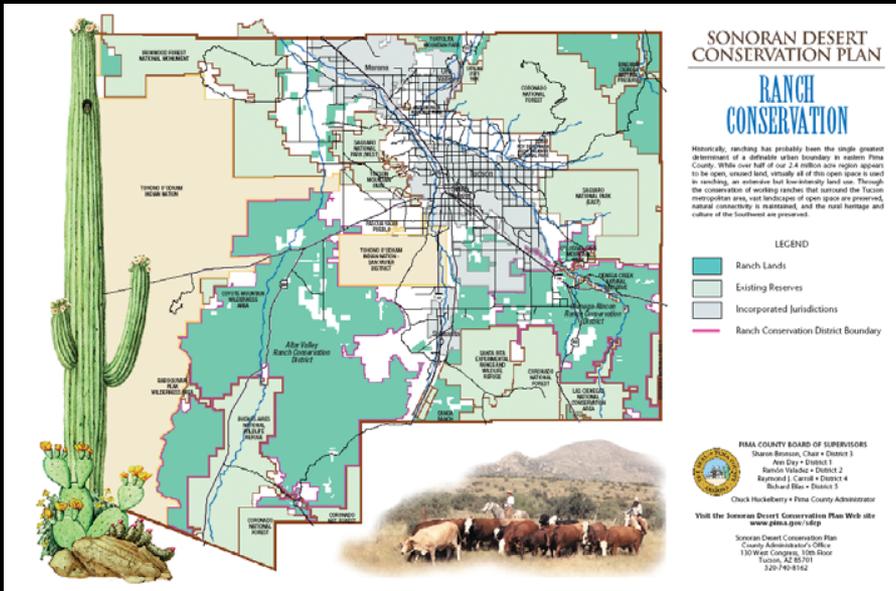
Outline of this presentation



## 1. Canoa Ranch History Timeline

# CANOA RANCH MASTER PLAN

## Canoa Ranch Timeline



Sonoran Desert Conservation Plan, 2001

Conservation 1997

Corporate 1967

Manning 1908

Maish Driscoll 1869

Early American 1854

Mexican 1821

Spanish 1690

Native People – Archaic; Early Ceramic; Hohokam; and O’odham

2000 BC

1000 BC

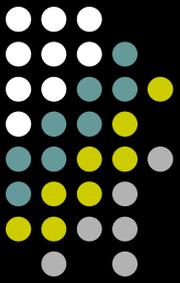
0

1000 AD

2000 AD

# CANOA RANCH MASTER PLAN

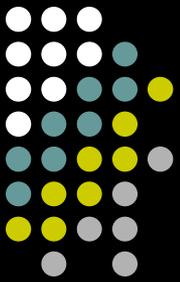
Criteria derived from the Canoa Ranch Community Trust / Oversight Committee



## 2. Evaluation Criteria

# CANOA RANCH MASTER PLAN

Criteria derived from the Canoa Ranch Community Trust / Oversight Committee



Educational, especially for kids

Represents diverse peoples and cultures

Tells/gathers untold stories

Aimed first at local audience

Encourages repeat visits

Teaches conservation and sustainability, esp. water

The experience is authentic

The sense of place and silence is preserved

Can be staffed and stewarded

Incorporates partners and friends

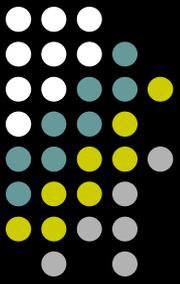
Represents past, present and future

Economically viable – capital cost

Economically viable – operating cost

Consistent with Sonoran Desert Conservation Plan

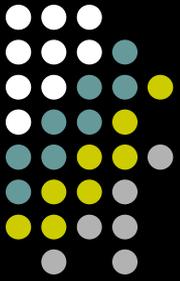
# CANOA RANCH MASTER PLAN



## 3. Canoa Ranch Master Plan Concept

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

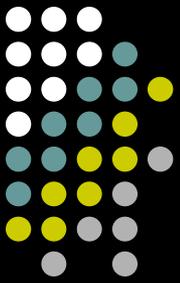


## MAJOR PROJECT COMPONENTS

1. Land stewardship

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

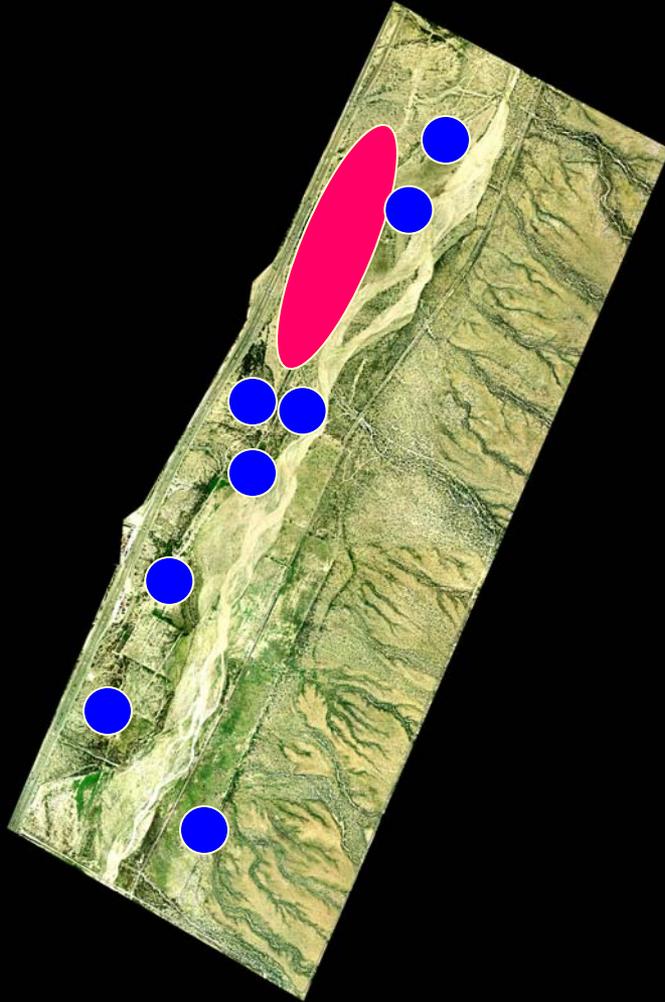
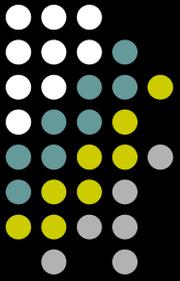


## MAJOR PROJECT COMPONENTS

1. Land stewardship
2. Developed heritage area

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

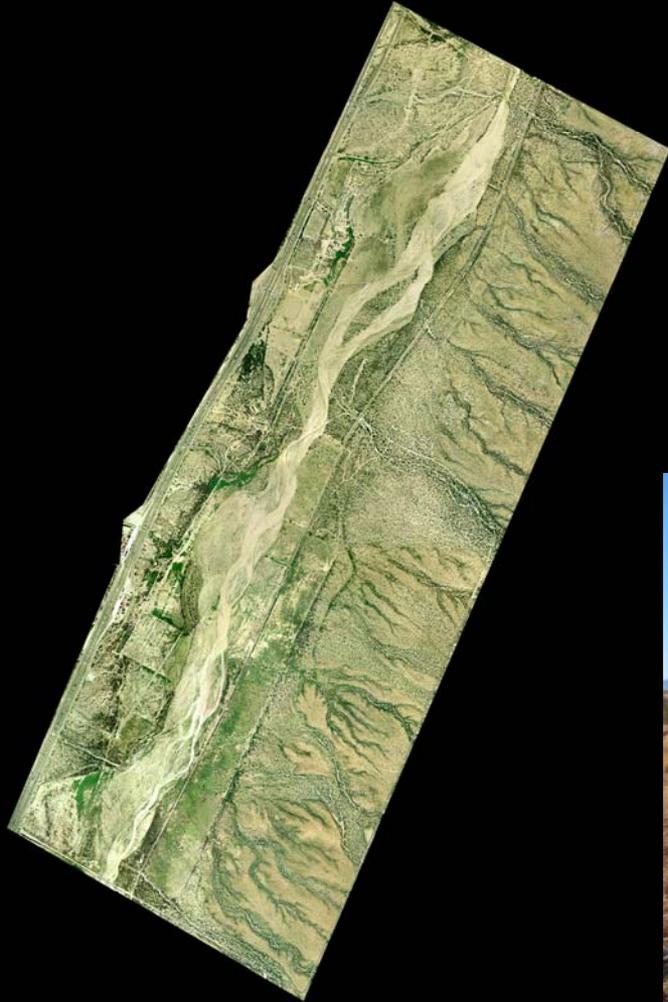
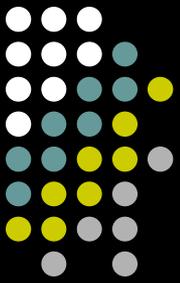


## MAJOR PROJECT COMPONENTS

1. Land stewardship
2. Developed heritage area
3. Remote heritage sites

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

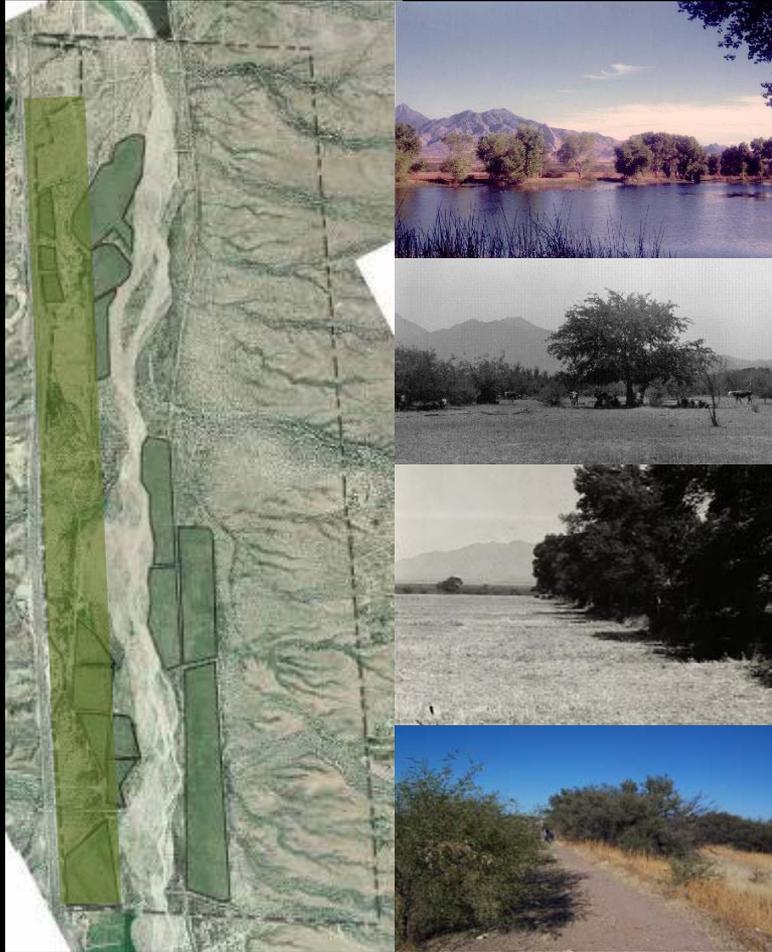


## 1. LAND STEWARDSHIP



# CANOA RANCH MASTER PLAN

## Land Stewardship



### West Bank

#### Interpret

- Historic land use
- Natural systems

#### Preserve

- Functioning surface flows
- Existing native habitat

#### Former agricultural land

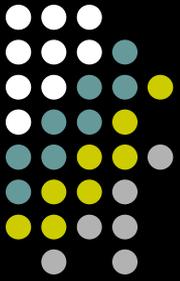
- Reclaim from former uses
- Re-establish native habitat
- Test alternative land restoration strategies including cattle as restoration tool

#### Access - Most Activity

- New trails (Anza)
- Controlled entry

# CANOA RANCH MASTER PLAN

## Land Stewardship



### Protect

- Wildlife corridor
- Xeroriparian habitats
- Tributary washes

### Enhance

- Low tech habitat restoration
- Flood plain management

### Former agricultural land

- Remove invasive species
- Re-establish native habitat
- Cattle restricted
- Work w/ Community Food Bank

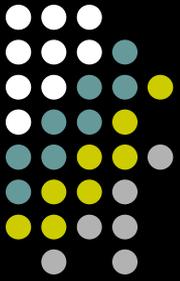
### Access -Low Activity

- No new trails
- Guided hikes/trail rides

**Santa Cruz River Floodplain**

# CANOA RANCH MASTER PLAN

## Land Stewardship



### Protect

- Undeveloped land/connections
- Tributary washes & habitats
- Archaeological resources

### Preserve

- Native habitat diversity
- Watershed - trincheras

### Former agricultural land

- Remove invasive species
- Test alternative land restoration strategies

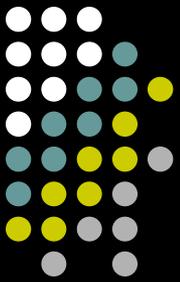
### Access - Limited activity

- No new trails
- Special event hikes/trail rides

## East Bank Uplands

# CANOA RANCH MASTER PLAN

## Land Stewardship



### Park Development Plan

Species survey

Floodplain Management

### Regulatory Requirements

Fire management

Environmental site assessment

### Land Restoration Partnerships

Santa Rita Experimental Range

U of A, Arid Lands and College of Ag

4-H, Future Farmers of America

Audubon Society

USDA – NRCS

Santa Cruz Valley Heritage Area

Tohono O’odham Nation

**IMPLEMENTATION**

# CANOA RANCH MASTER PLAN

## Land Stewardship



### Volunteer / Docent

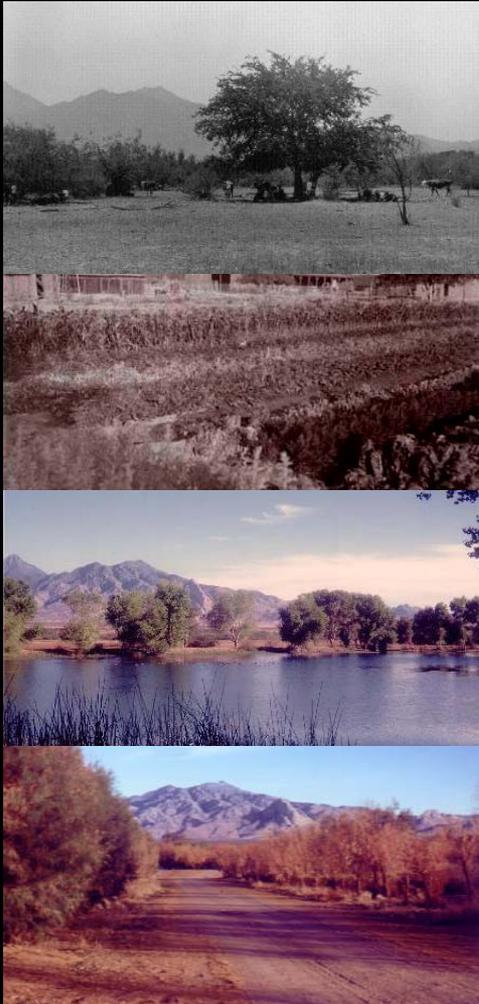
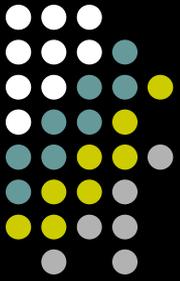
- Habitat & watershed enhancements
- Invasive species removal
- Trash removal
- Cultural history/working ranch

### Recreation

- Cultural history
- Guided Hikes & trail rides
- Anza trail
- Special events
- Special event camping
- Picnics

**PROGRAMMING**

# CANOA RANCH MASTER PLAN



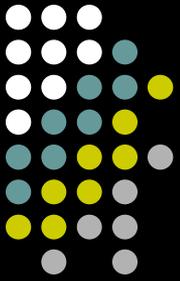
**Working Ranch - Manning Era**  
Heritage crops & livestock  
Integrated farm system  
Soil & water management  
Food production/composting

**Recreate landscapes - Manning Era**  
Entry drive  
Pond  
Canal (portion)  
Living areas around buildings

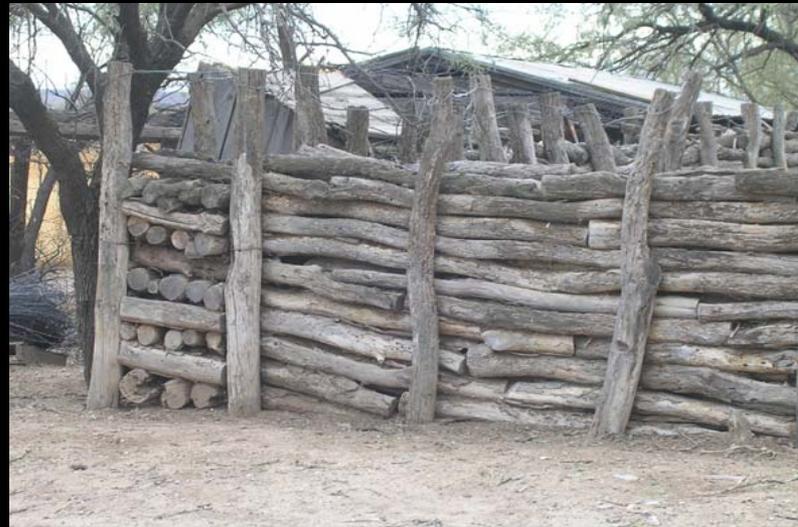
**CULTURAL LANDSCAPE**

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

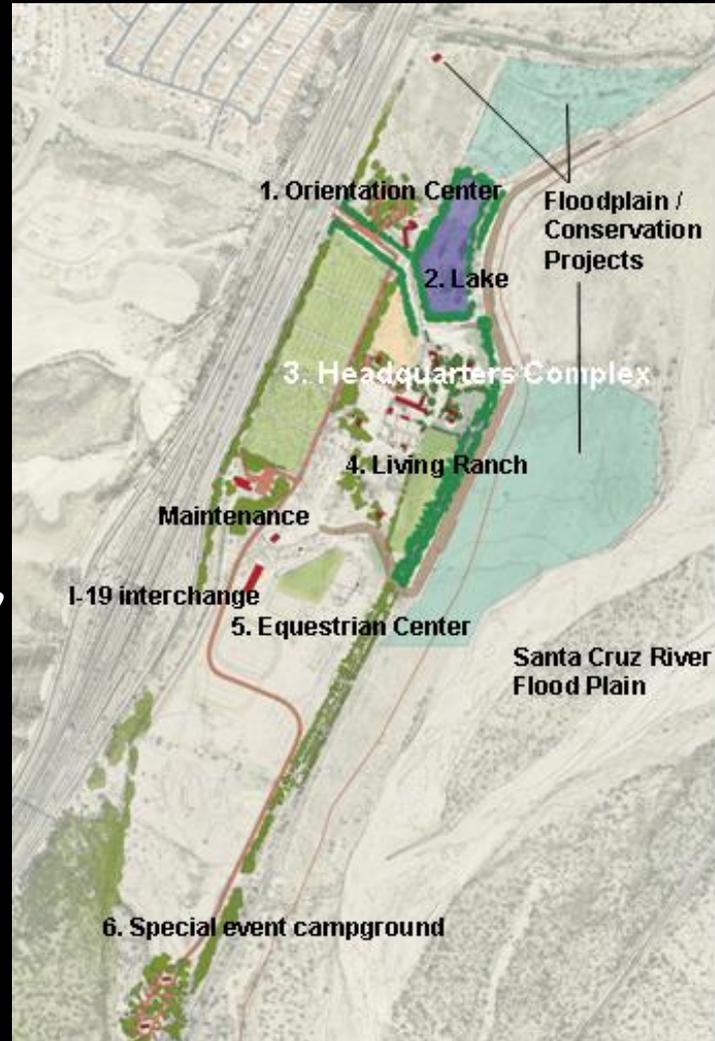
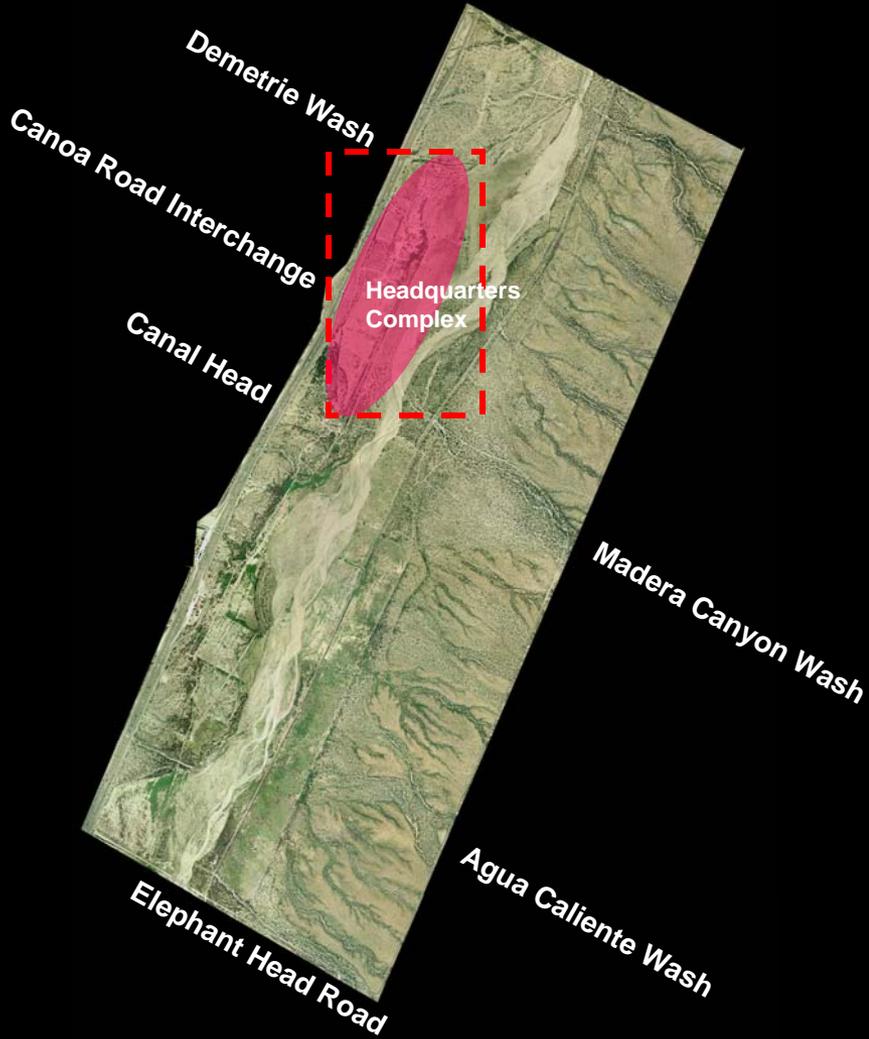


## 2. DEVELOPED HERITAGE AREAS



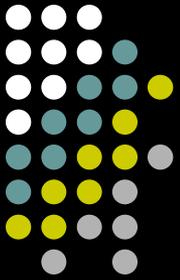
# CANOA RANCH MASTER PLAN

## Developed Heritage Area

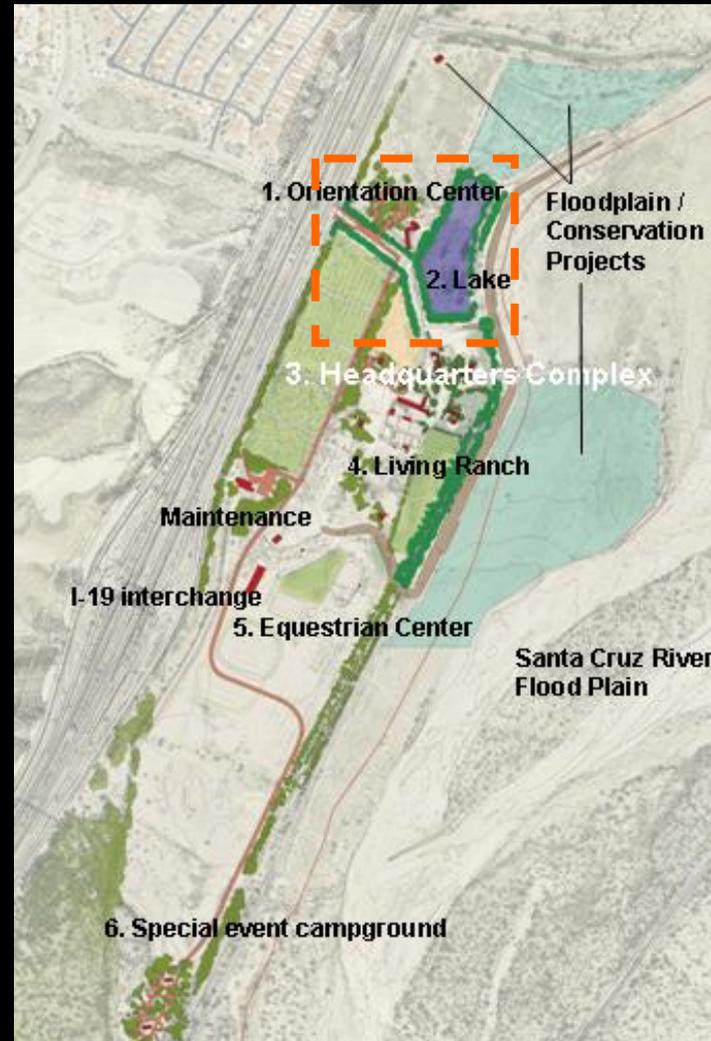


# CANOA RANCH MASTER PLAN

## Developed Heritage Area



**Orientation Center**



# CANOA RANCH MASTER PLAN

Developed Heritage Area

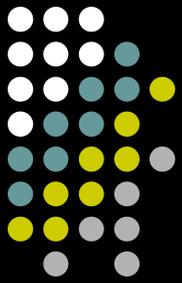


Restored Entry Drive



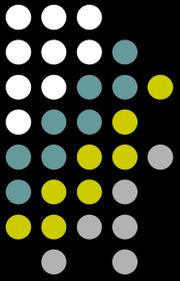
# CANOA RANCH MASTER PLAN

Developed Heritage Area



# CANOA RANCH MASTER PLAN

Developed Heritage Area



Orientation Center



# CANOA RANCH MASTER PLAN

Developed Heritage Area



Orientation Center/Environmental Education

# CANOA RANCH MASTER PLAN

Developed Heritage Area

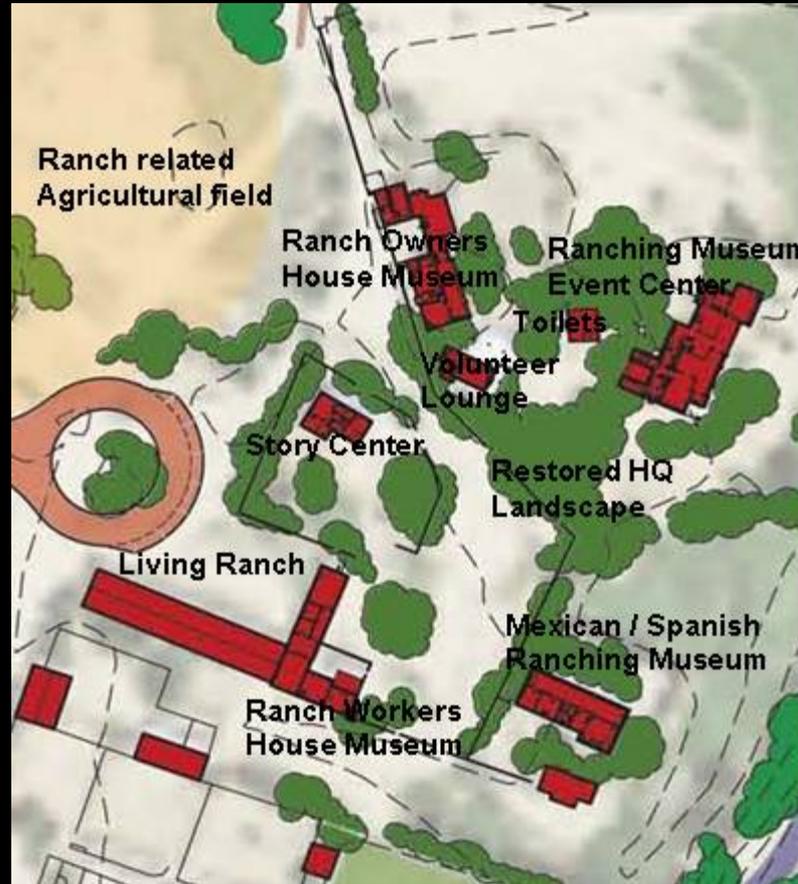
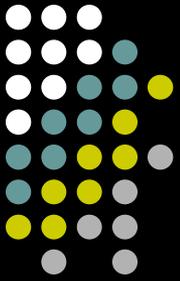


6. Special event campground

**Canoa Canal**

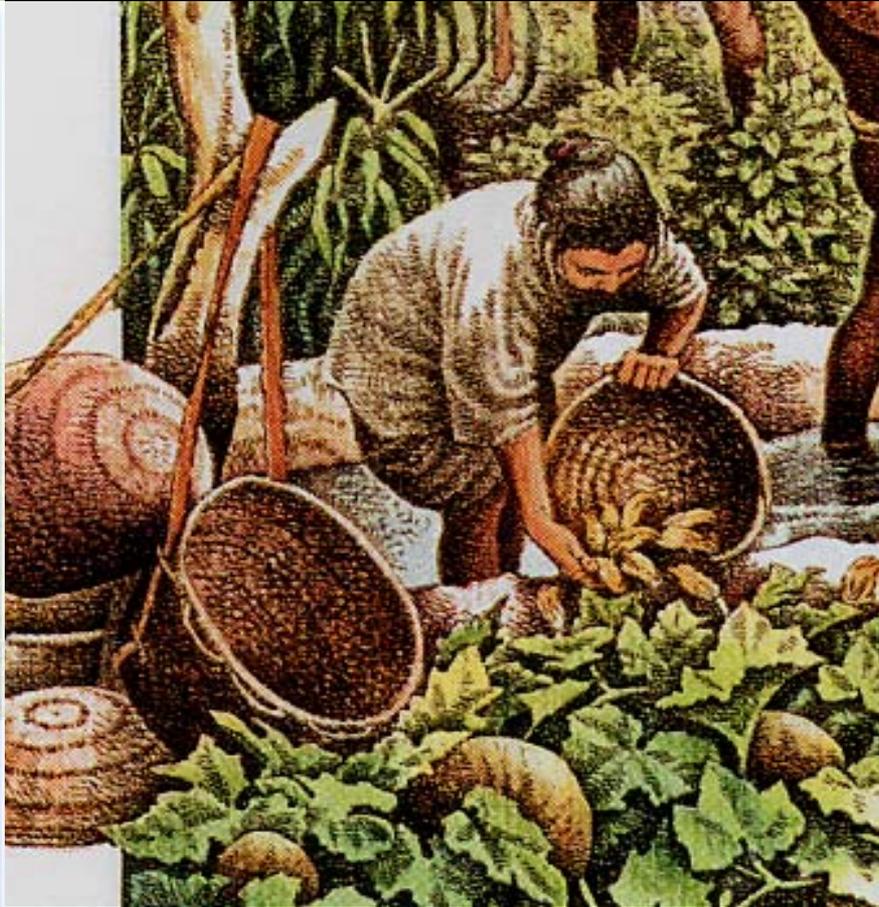
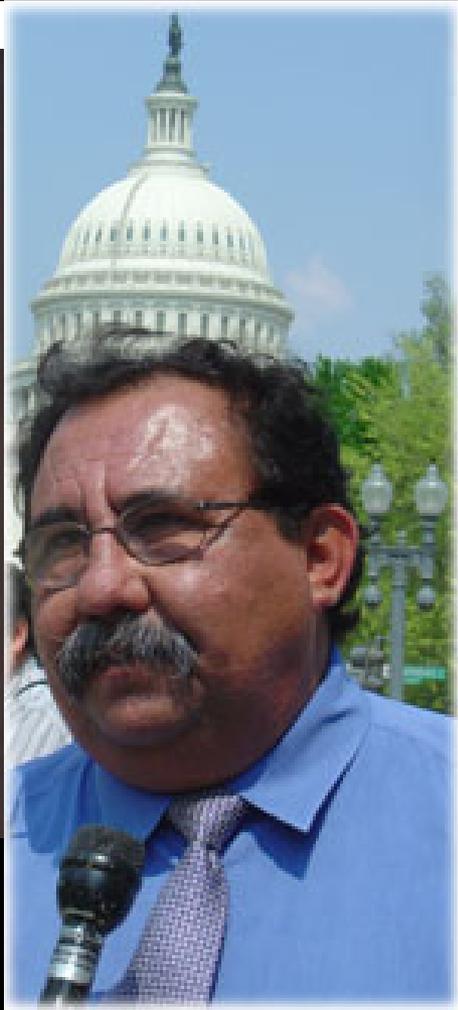
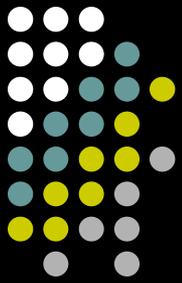
# CANOA RANCH MASTER PLAN

Developed Heritage Area



# CANOA RANCH MASTER PLAN

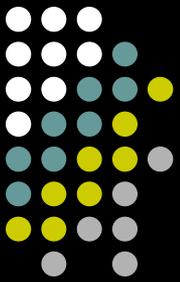
Developed Heritage Area



Story Center

# CANOA RANCH MASTER PLAN

Developed Heritage Area



Spanish / Mexican  
Building traditions

Vaquero  
Artis

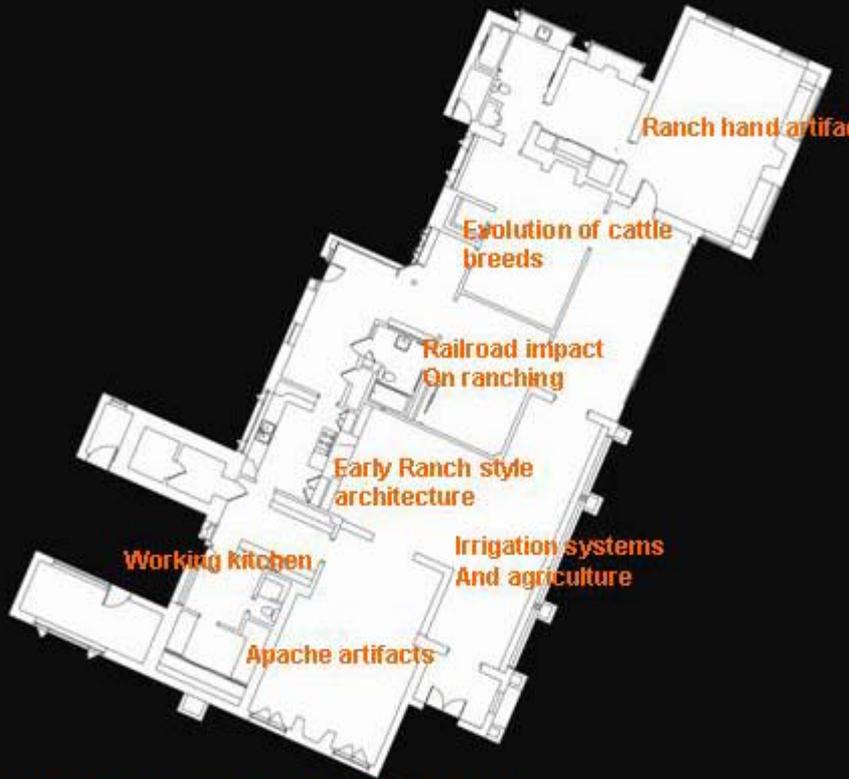
Foreman's Ho



**S. Arizona / N. Sonora Ranching  
Museum (Mexican and Spanish)**

# CANOA RANCH MASTER PLAN

Developed Heritage Area



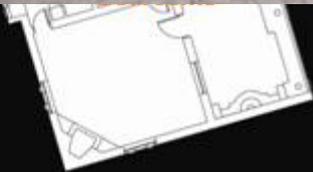
Howell Manning Sr. Family House



S. Arizona / N. Sonora Ranching  
Museum (last 150 yrs)

# CANOA RANCH MASTER PLAN

Developed Heritage Area

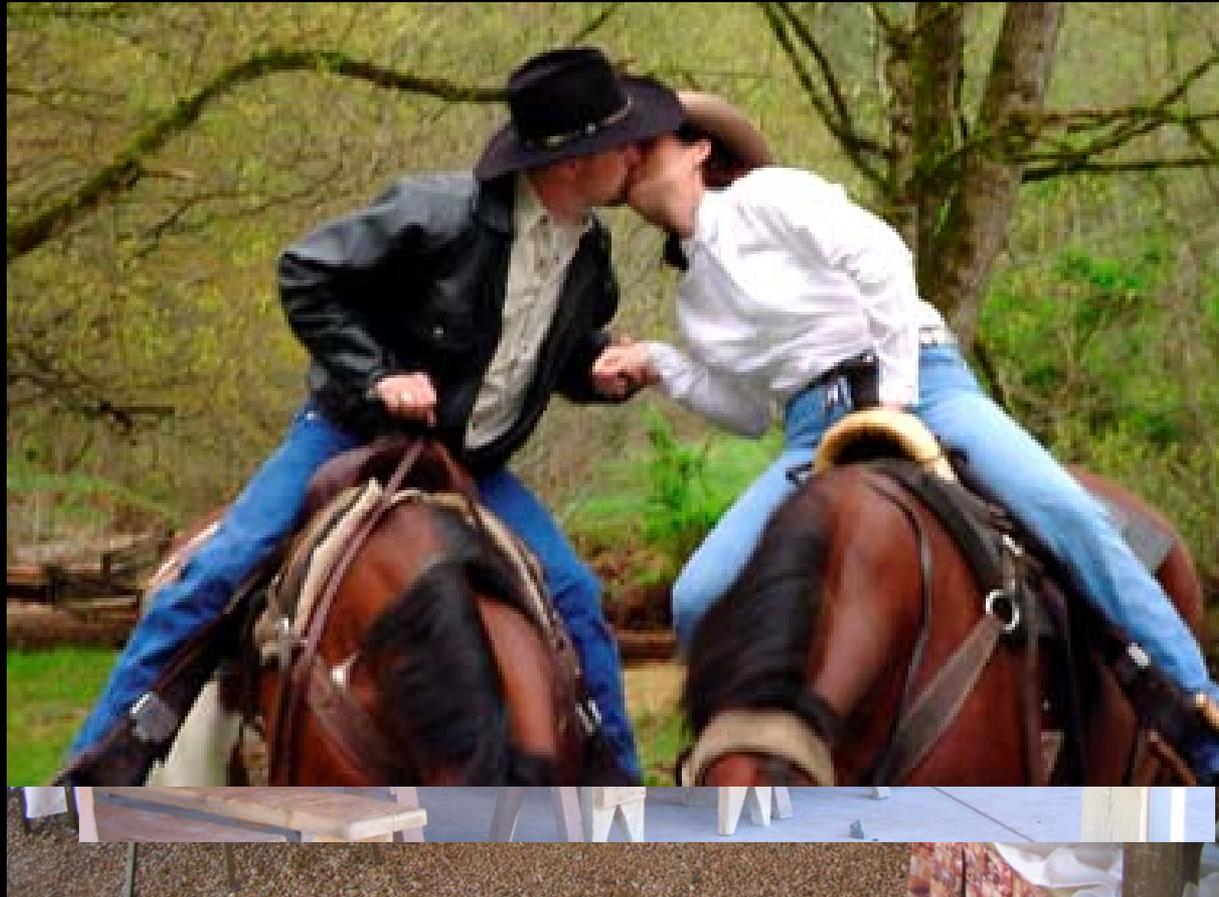
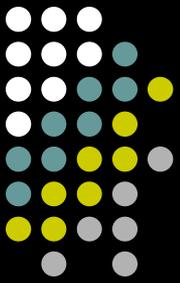


Howell Manning Jr. Family House

## Ranch Owners House Museum

# CANOA RANCH MASTER PLAN

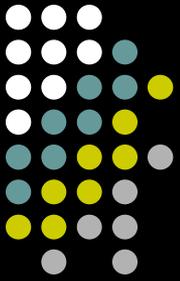
Developed Heritage Area



Outdoor Event Areas

# CANOA RANCH MASTER PLAN

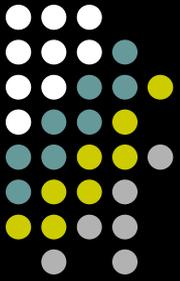
Developed Heritage Area



Living Ranch

# CANOA RANCH MASTER PLAN

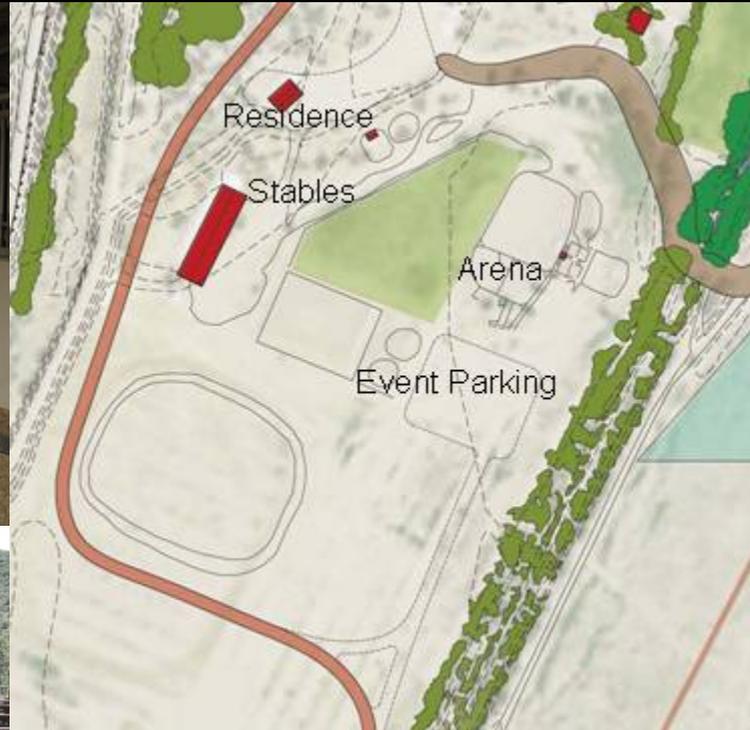
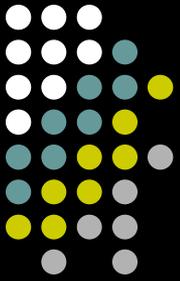
Developed Heritage Area



**New Bunkhouses**

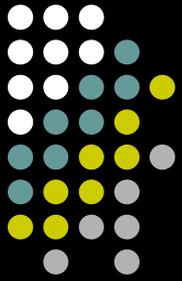
# CANOA RANCH MASTER PLAN

## Developed Heritage Area



# CANOA RANCH MASTER PLAN

Developed Heritage Area



© Joe Orman



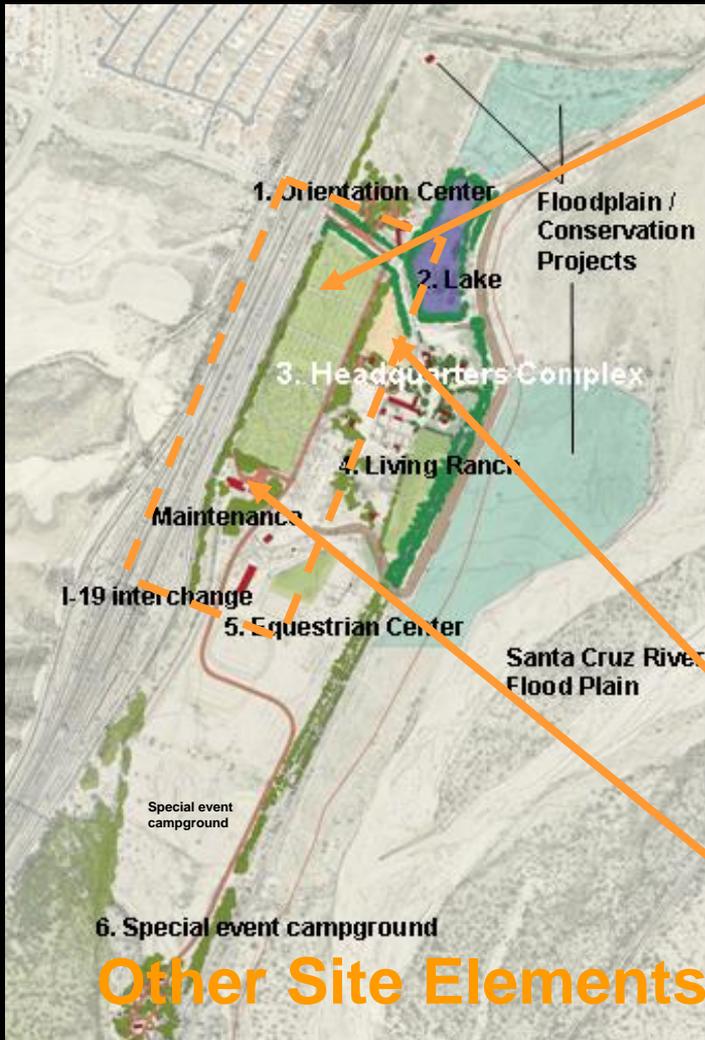
## Special Event Camp Ground



6. Special event campground

# CANOA RANCH MASTER PLAN

Developed Heritage Area



**Heritage breed pasture**

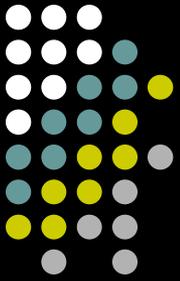


**Community vegetable garden (w/ partners)**

**Maintenance Building  
Live-in docent trailer parking**

# CANOA RANCH MASTER PLAN

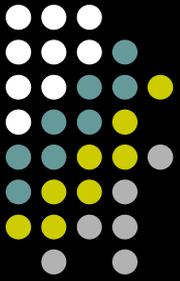
Developed Heritage Area



Landscape Features

# CANOA RANCH MASTER PLAN

Master Plan Design Concept

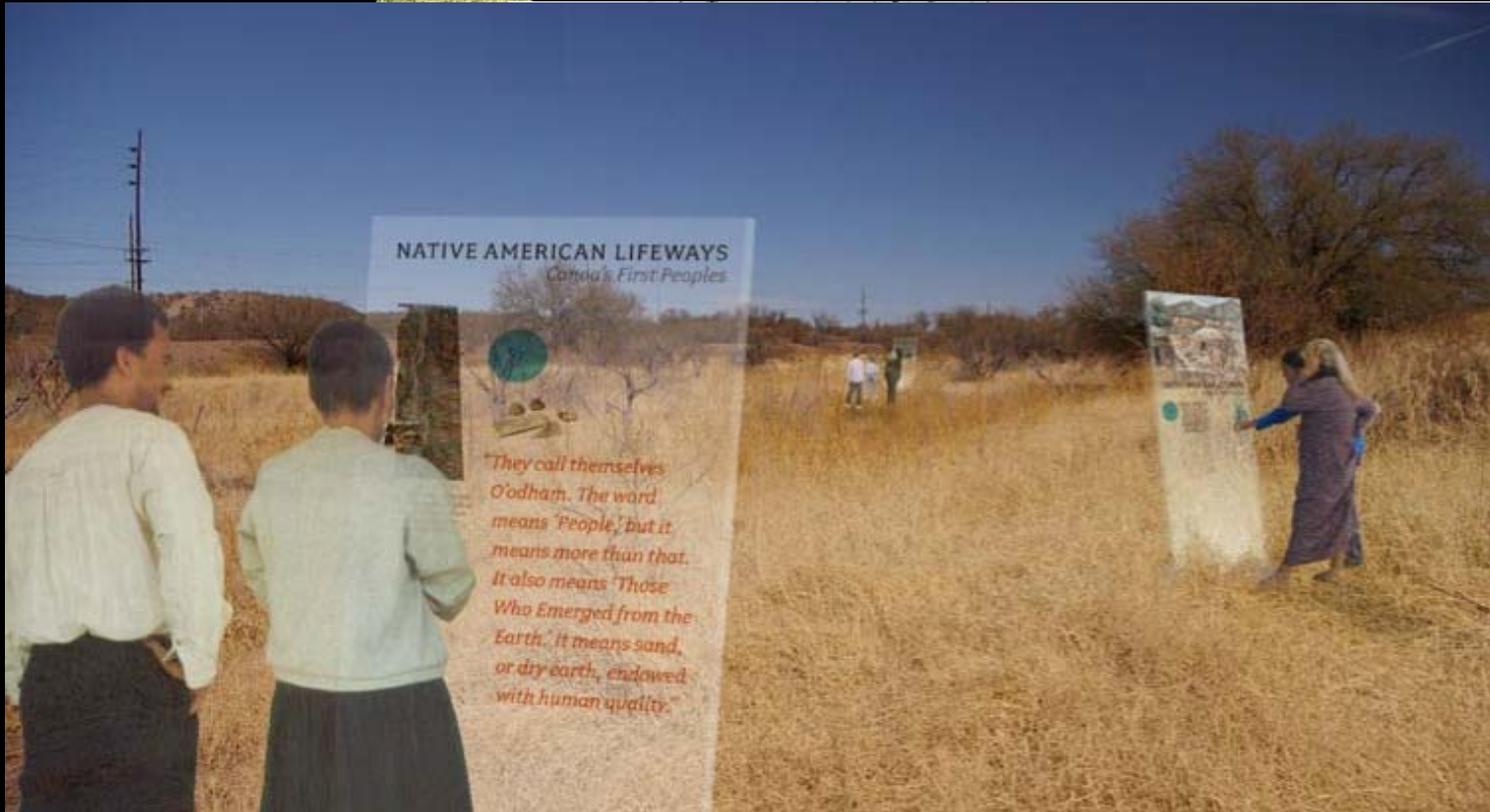
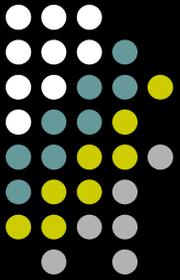


## 3. REMOTE HERITAGE SITES (Docent-lead trail access)



# CANOA RANCH MASTER PLAN

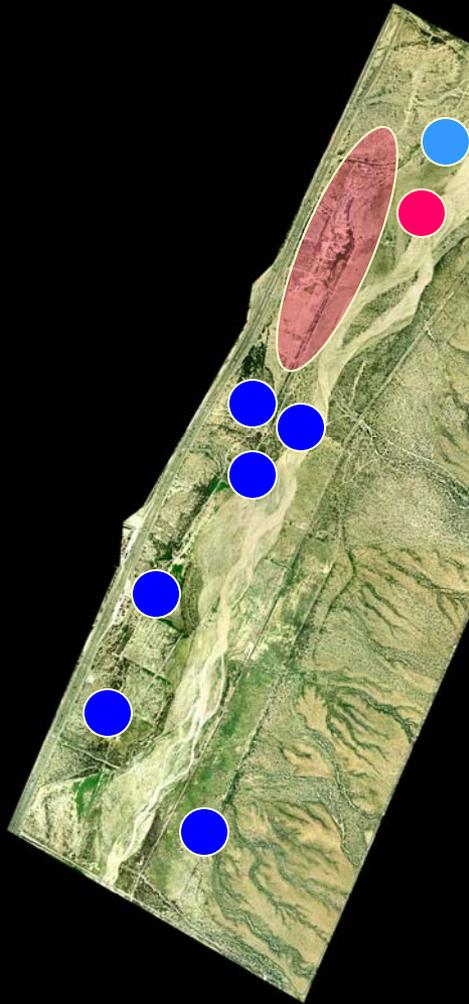
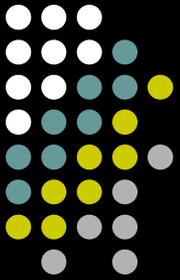
## Remote Heritage Sites



**Native Peoples Heritage Site**  
(Site and content not determined. Work with Arizona Nations)

# CANOA RANCH MASTER PLAN

Remote Heritage Sites

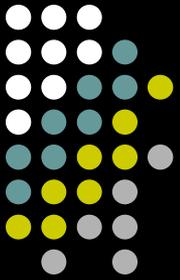


Arizona Land & Mining Co. map 1859

**Mining Heritage Site**

# CANOA RANCH MASTER PLAN

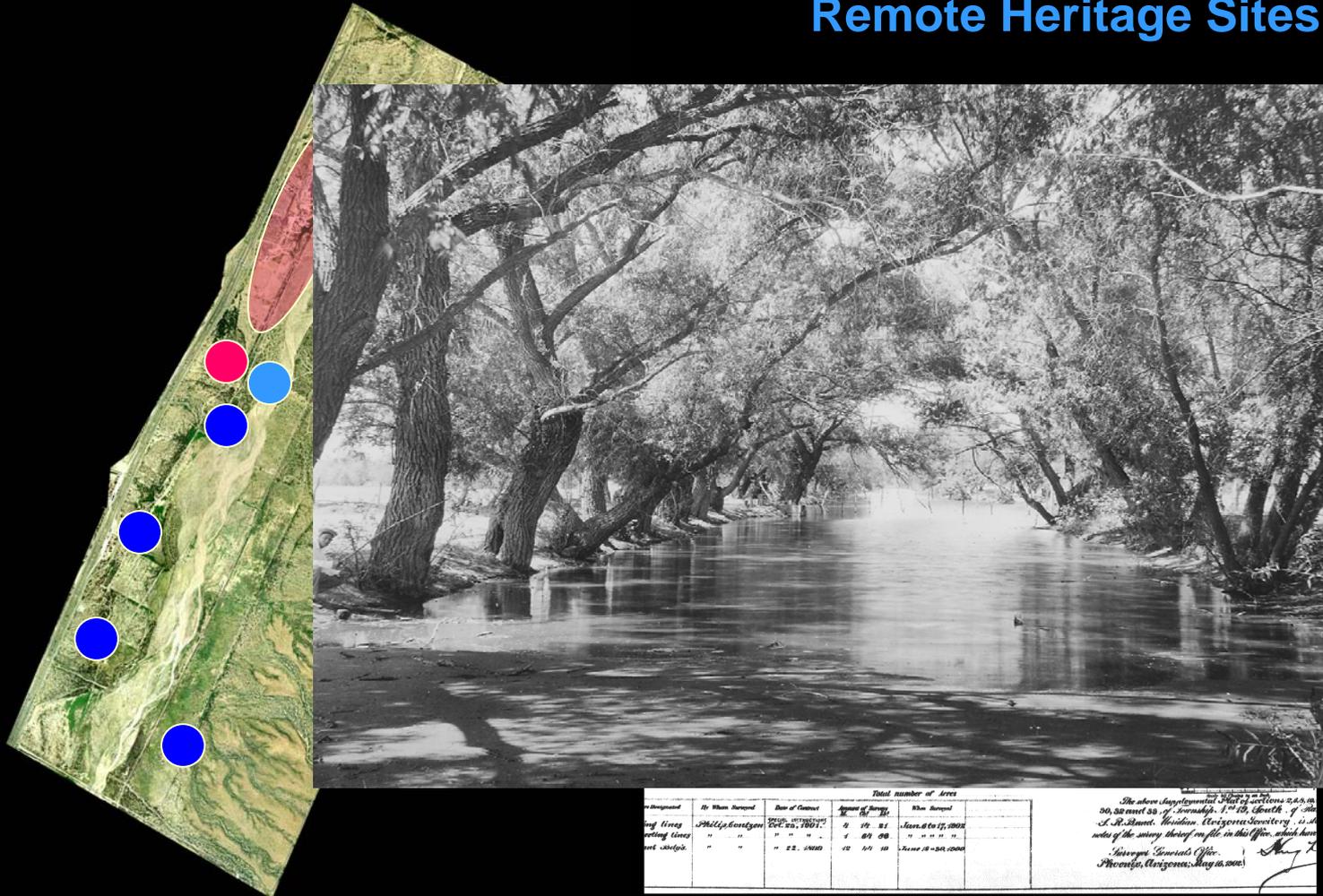
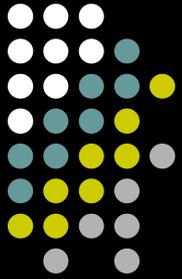
Remote Heritage Sites



La Canoa Explorer Heritage Site

# CANOA RANCH MASTER PLAN

## Remote Heritage Sites



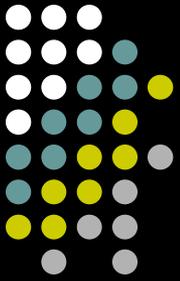
No.	When Surveyed	Name of Claimant	Total number of Acres		When Surveyed
			Acres	Perches	
1	1850	Wm. H. H. H.	10	100	June 10 to 15, 1850
2	"	"	1	100	"
3	"	"	1	100	"
4	"	"	1	100	"

*The above is a general list of sections 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.*

**Maish South House Site**

# CANOA RANCH MASTER PLAN

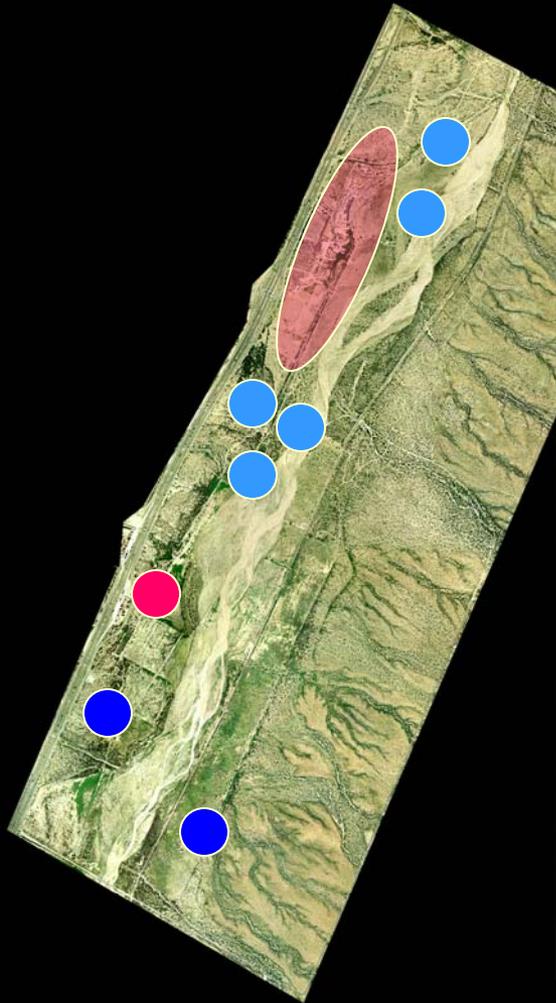
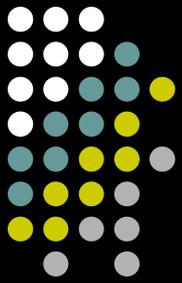
Remote Heritage Sites



Canal Head Heritage Site

# CANOA RANCH MASTER PLAN

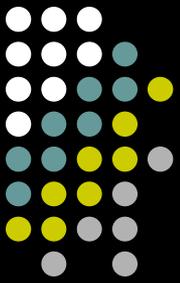
Remote Heritage Sites



Ortiz Ranch Heritage Site

# CANOA RANCH MASTER PLAN

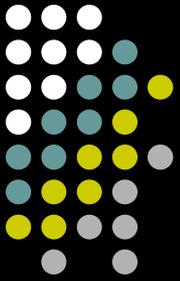
Remote Heritage Sites



**Stage Stop Heritage Site**

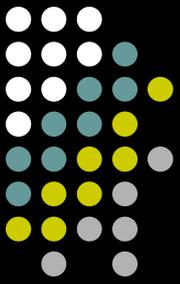
# CANOA RANCH MASTER PLAN

Remote Heritage Sites



**Canoa Inn/Lumber Camp Site**

# CANOA RANCH MASTER PLAN



## **4. Economic Analysis/ Business Plan**

# Capital Costs

– Rehab historic structures:	\$4,250,000
– New buildings:	\$2,200,000
– Exhibits:	\$1,500,000
– Flood Control/reclaimed water :	\$2,800,000
– Landscape/field development:	\$1,200,000
– Trails and recreation:	\$ 800,000
– Anza Trail:	\$ 800,000
– Corrals, hay barn, and stables:	\$ 450,000
– Campground:	\$ 500,000
– Equestrian Center:	\$ 200,000
– Remote sites:	\$ 750,000
– Roadways:	\$ 400,000
– Water and sewer infrastructure:	\$ 300,000
– Bunkhouse and Conference Center:	\$2,000,000
– <u>Contingency</u>	<u>\$1,000,000</u>
<b>Total:</b>	<b>\$19,150,000</b>

# Market and Visitation

- Resident Market Area in 2011
  - Primary Market: 15 mile radius of site
    - 48,795 people
  - Secondary Market:  
Pima and Santa Cruz Counties
    - 1,071,664 people
  - School age children:  
Pima and Santa Cruz Counties
    - 199,359 people ages 5 to 17

# Market and Visitation

- Tucson Visitor Info
  - Over **3.75 million** overnight leisure visitor trips in 2005 to Tucson and Southern Arizona
  - Stay an average of **4 days**
  - 53% are visiting friends and relatives (**VFR**)

# Market and Visitation

- **Mexican Visitor Info – 2001 data**
  - Primarily day-trips (96.1%)
  - Reason for visit
    - Shopping – 72.3%
    - Work – 14.4%
    - VFR – 7.8%
    - Vacation – 2.5%
  - Pima and Santa Cruz Counties account for 56% of Mexican visitor spending in AZ

# Market and Visitation

- Canoa Ranch will rely on **resident markets** for visitation and to inform tourists about the attraction
- Opportunity to add another attraction that can appeal to **Mexican visitors**

# Market and Visitation

- Estimated park attendance
  - Range – **62,900 to 134,100** people
  - Mid-range – **98,500** people
- Estimated Ranch Heritage Area
  - Mid-range – **59,100** people
- **63.8%** from the Resident Market Area
- **36.2%** from outside of the area

# Business Approach

- Canoa Ranch would be a **fee area**
- **Two-tiered** admissions (like Colossal Cave)
- Day-use **parking fee**
- Parking can be either a **daily** fee or an **annual** pass
- Additional **ticket to Heritage Area**
- Canoa Ranch Heritage **memberships**

# Core Activities

- **Day-use**

- Orientation Center, Lake and Nature Trail

- \$ 5 parking fee

- \$25 annual parking pass

- **Ticketed Attractions**

- Heritage Area

- \$7.50 adult ticket price

# Additional Activities

- Docent-led **hiking and horse rides**
- **Equestrian center** and events
- Group **campground**
- **Special events** sponsored by Ranch
- Other special events  
(**weddings, reunions**, etc.)

# Financial Information

- **Key revenue sources**

- Heritage Area admissions – 35%
- Parking income – 15%
- Retail sales and vending – 16%
- Facility rentals – 8%
- Bunkhouse, Conference & Other – 26%

# Financial Information

- Operating budget of approximately **\$1.36 million**
- **15** full-time employees
- **9** part-time employees
- Projected income of approximately **\$1.06 million**
- **78%** of operating expenses are earned

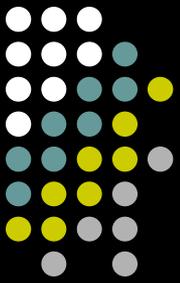
# Budget Balancing Strategies

- **Reduce paid employees** by using more docents
- **Movie set** income
- Breeding **heritage livestock**
- Santa Cruz Valley **food brand**
- **Native seed** sales
- **Other income**: support group, endowment, corporate sponsorships, gifts, grants, annual events, and public subsidies.

# Summary

- Primarily catering to **residents**, but potential to attract **tourists** if maintain high degree of interpretive quality
- Project will be able to cover a **78% of operations** through earned revenue
- Canoa Ranch will add to visitor attractions on **I-19 corridor**

# CANOA RANCH MASTER PLAN



## 5. Comments and Questions?